

## THE JOB BURNOUT AND TURNOVER INTENSIONS AMONG SOCIAL WORKERS: A CROSS SECTIONAL STUDY

**Dr. MEETA MANDAVIYA**

*Assistant Professor, Marwadi University, Rajkot, Gujarat, India*

### ABSTRACT

*The current study is to examine the relationship between job burnout and turnover intentions among social workers with the mediating factors, Job Stress, Supervisor's Communication and Employee Engagement. This study includes 178 registered social workers in health and mental health care setting by using cross-sectional design. 38 items structured questionnaire were distributed among respondents of Rajkot and Ahmedabad city of Gujarat. The result of the study provides empirical evidence on the positive relationship between Job stress and Job burnout. Pearson Correlation were used to understand relationship between job burnout and other scales. Data proves that Job stress is having positive relationship between supervisors' communication, job burnout and later turnover intentions. Turnover intentions are strongly affected by employee engagement in the organisation but low relationship noted between employee engagement with job stress and supervisors' behaviour. Job burnout is having moderate correlation between supervisor's communication. Factor analysis and Multiple regression analysis proves that there is positive association between Job Burnout with Job Stress, Employee engagement and Turnover Intentions, but negative association between job burnout and supervisor's communication among social workers.*

**KEYWORDS:** *Employee Engagement, Job Burnout, Job Stress, Social Workers, Supervisors' Communication & Turnover Intentions*

**Received:** Jun 01, 2019; **Accepted:** Jun 21, 2019; **Published:** Jul 10, 2019; **Paper Id.:** IJHRMRAUG201913

### INTRODUCTION

#### Background

Social work is philanthropic and egalitarian epitomes. This professional supports the dysfunctionality of the society. The requirement of the social work differs from country to country depends on their social-cultural, economic, and political environment. Social workers' jobs are strenuous, arduous and multifaceted. Unrealistic demands of clients, heavy workloads, numerous paper works, shortage of skilled staff leads to job stress among social workers. (Acker, 1999). Human service professions in health and mental care settings undervalues the amount of anguish and agony suffered by social workers (Cournoyer, 1988). This results in psychological distress which leads to job stress and burnout among social workers. Extensive literature reviews have proven that job stress and burnout leads to negative effect on productivity of work, quality of output, employees behaviour with client, absenteeism, turnover intentions and actual percentage of turnover among social workers. (Toppinen-Tanner et al, 2005; De Croon et al, 2004; Houkes et al, 2003; Um & Harrison, 1998; Schaufeli & Enzmann, 1998, Gilbar, 1998; Lee, R. T. and Ashforth, B. E., 1996; Egan, 1993; Sze & Ivker, 1986). Findings of few longitudinal studies of burnout considered burnout as the social issue and pragmatic concern rather than academic concern. Those Studies have measured Job conflict, physical distress, occupational turnover as the major effects of burnout. (Jackson C et al, 1986; Schwab & Schuler, 1986; Dignam & west, 1988; Golembiewski et al 1988; Firth et al

,1989;; Wolpin, 1988).

In mid 1970s, the term burnout appeared in few articles published in medical magazines written by clinical psychologist, Herbert Freudenberger who has conducted his studies on clinic nurses and staff members (Freudenberger, 1974, 1975; Maslach, 1982; Jackson, S. E, 1986). Freudenberger used a term which was used as vernacular to the effects of prolonged drug abuse word called Burnout. Although in 1922, Thomas Mann's *Budden brooks* have described similar characterises of job burnout by indicating fatigue and loss of job satisfaction and quitting job due to emotional exhaustion. However, the phase Burnt-out was used in the famous book, "A Brunt Out Case" by Graham Greene who dedicated his work to the doctor who performed leprosy in African Jungles. Many divergent definitions were conceptualised after mid-1970s. Recent updated version of ICD-11 (International statistical classification of Diseases and Related Health Problems), clarifies burnout as phenomena in the occupational context. Further it defines as:

*Burn-out is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is characterized by three dimensions: 1) feelings of energy depletion or exhaustion; 2) increased mental distance from one's job, or feelings of negativism or cynicism related to one's job; and 3) reduced professional efficacy. – ICD-11(May, 2019)*

Highly cited article of Schaufeli, W. B, & Maslach, C. (2017), *Historical and conceptual development of burnout*, have categorised the evolution of burnout into two phases: a) The pioneer phase and b) The empirical phase. First phase lacks theoretical rationality and was non-empirical in nature. Most of the definitions are based on mid-life crises and their related job stress. The larger studies were carried out on clinical approach, role conflicts and absenteeism. During this phase, Burnout has been investigated from a person-oriented perspective in which the individual is taken as the element of enquiry (Bergman & Lundh, 2015; Bergman, Magnusson, & El-Khoury, 2003). Later phase was more constructive and empirical in nature. Highly acceptable job burnout scale "Maslach Burnout Inventory (MBI; Maslach 1981a, 1981b, 1986) and The Tedium Measure (TM; Pine, Aronson & Kafry, 1981) were adopted. Majority of the research were noted by Maslach and Jackson along with many scholar researchers. They have conceptualised three basic components: a) emotional exhaustion, b) depersonalisation and c) personal accomplishment. This phase was much rooted much into positivism, where a variable- oriented approach pursues the search of interrelationship between generalisation of the rule and variables of the study. Many theoretical framework of burnout have indicated burnout as the main cause of job stress and turnover intensions. (Cordes et al, 1993; Demerouti, et al, 2001).

Job burnout and job stress have got larger attention in literature review. Jones *et al.* (1993) measured challenges and identification of social workers as major reasons of job stress. McLearn (2000) found that role conflict and lack of recognition as the key reasons for job stress among social workers. Banks (1998) suggested conflicts between client expectations and social workers' performance as the cause for job stress. Balloch *et al.* (1998) conducted a study on 1276 local authorities' employees. The findings of the study suggested job stress results into depression and role anxiety. A cross cultural study of Himle *et al.* (1986) on comparison between Norwegian and American workers found that higher the job stress leads to intended to leave the job and job burnout more in Norwegian workers compared to American workers. A longitudinal study of Prosser *et al.* (1999) conducted on mental health of staff investigated that higher job stress leads to lower job satisfaction which leads to job burnout.

Supervisors' communication for clarity of role conflict is having high importance among social workers. (Kickul & Posig, 2001). Many research findings have suggested that supervisor's behaviour supports social workers to cope up

with job stress. (Cordes et al, 1993; Mor Barak et al, 2001 Bakker et al, 2005). Albrecht & Adelman (1987) advocated effective job related communication between supervisor and social workers which supports in increasing professional knowledge and empathy towards clients. Supervisors' positive communication can develop trust and positivity among social workers' and can create open communication relationship (Eisenberg & Witten, 1987). Previous studies suggested that Supportive supervisors' can help in development of higher level of job satisfaction, moderate job stress, burnout and turnover intentions. (Newsome et al, 1991; Rauktis & Koeske, 1994; Mor Barak et al ,2001, Houkes et al, 2003). Abusive supervisors develop negative affect on their relationship with social workers. It affects emotional fatigue, role conflict, job stress, family-work conflict, job burnout and turnover among employees. (Tepper, 2000, 2001, 2001a 2002, 2004, 2006, 2006a; Duffy 2001, 2001a, 2003, Zellars, 2002). Emotional fatigue is the main factor for creating job burnout (Maslach, 1982) which directly affects negative job performance and turnover. (Wright et al, 1998; Witt et al. 2004).

Many contradicting views are prevailing in past research for associative relationship between job burnout and employee engagement. Many authors considering both as independent variables (Schaufeli et al, 2003; Bakker, 2004; Le et al , 2010) while many are claiming dependency between each other. (Halbesleben & Buckley, 2004; Leiter & Maslach, 2010). Building on the denotative literature, a larger research gap is noted for job burnout and employee engagement. Employee engagement has a larger impact on employee productivity at the work settings. (Gil et al, 2005). Low commitment with the work leads to job dissatisfaction, absenteeism, personal and professional conflicts at workplace. (Maslach et al 2008). Empirical study of Afsanepurank, et al.(2012) found that there exists positive correlation between higher job involvement and low level of job stress. Lower level of engagement leads to less of productivity, job burnout and employee turnover at the old age. (Abola et al, 2003).

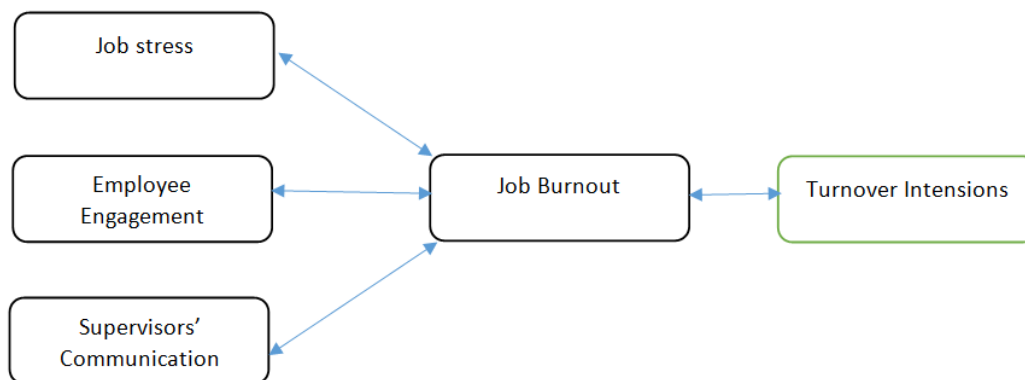
Burnout in social life is becoming catastrophic effect. It results into mental, physical and psychological disorder (McDonald & Siegal, 1998). It leads to emotional fatigue which is having positive correlation between job dissatisfaction, lower employee productivity and performance, increase absenteeism, unethical behaviour, and job turnover. (Jackson & Maslach, 1982; Bailey, 2006; 1986; Ing-Chung et al , 2003; Marchiori & Henkin, 2004; Uskun et al , 2005; Toppinen-Tanner et al , 2005; Piko, 2006). Several longitudinal studies on job burnout and turnover intentions have proved that there is existence of burnout and turnover among social workers' groups at different levels. (Abdallah, 2009; Abu-Bader, 2000; Cherniss, 1980; Coyle et al , 2005; Edewich and Brodsky, 1980; Haj-Yahia et al , 2000; Jayaratne et al , 1983; Lloyd et al , 2002; Pines and Aronson, 1988; Tam and Mong, 2005).

Based on the above literature review, the following hypothetical relationship between Job Stress, Supervisors' Communication and Turnover Intentions with job burnout can be developed.

## **HYPOTHESIS DEVELOPMENTS**

- **H1:** Job Burnout and Job Stress amongst social workers are having positive association.
- **H2:** Job Burnout and Supervisor's communication are having positive association.
- **H3:** Job Burnout and Employee Engagement are having positive relationship.
- **H3:** Job Burnout and Turnover Intentions amongst social workers are positively associated.

Based on the above hypothesis, a proposed conceptual model is being drawn which demonstrate the associative relationship between various key variable



**Figure 1: Conceptual Model of Associative Relationship between Job Stress, Employee Engagement, Supervisors' Communication, Job Burnout and Turnover Intentions**

## RESEARCH METHODOLOGY

The purpose of this research is to examine relationship between job burnout and turnover intentions among social workers with the other mediating factors namely, Job Stress, Supervisor's Communication and Employee Engagement. Testing on other mediating variable will support to inclusive investigation on job burnout and its effect on turnover intentions for social workers.

### Sample & Procedure of the Study

For this cross- sectional research on social worker and their job burnout carried out with 178 registered social workers which are randomly selected from Rajkot and Ahmedabad city of Gujarat State. Each social workers' consent was taken before mailing them questionnaire. Out of 200 respondents, 22 were ineligible due to missing data in the form.

### Development of the Questionnaire

#### Measures

**Table 1**

Variable to be Measured	Scales to be Used
Job Stress(JS)	7 items (5 point Likert scale, where 1 is strongly disagree and 5 is strongly agree)
Supervisor's communication(SC)	7 items (5 point Likert scale, where 1 is strongly disagree and 5 is strongly agree)
Employee Engagement(EE)	8 items (5 point Likert scale, where 1 is strongly disagree and 5 is strongly agree)
Turnover Intentions(TI)	8 items (5 point Likert scale, where 1 is strongly disagree and 5 is strongly agree)
Job Burnout(JB)	8 items (5 point Likert scale, where 1 is strongly disagree and 5 is strongly agree)

A structured questionnaire with 38 item scale were categorized into five variables, namely Job Stress (JS), Supervisor's communication (SC), Employee Engagement (EE), Turnover Intentions (TI), Job Burnout (JB). Job stress was measured by using shorten form of Williams and Cooper (1998), Cartwright and Cooper (2002) and Tower Watson Survey (2014) with 7 item (JS1, JS2, JS3, JS4, JS5, JS6 and JS7). Supervisor's communication with 7 item scale(SC1, SC2, SC3, SC4, SC5, SC6 and SC7) were designed from Huseman, Hatfield, Boulton, and Gatewood's (1980) and Miles et al. (1996). Participants were asked to rate the supervisors' behaviour, immediate staff managers' communication and the support from the top management at the workplace. Employee engagement was categorised with 8 item(E E1, E E2, E E3, E E4, E E5, E E6, E E7 and E E8) from Utrecht Work Engagement Scale (UWES; Schaufeli & Bakker, 2003) and Rich, LePine, and Crawford's (2010) Job Engagement Scale. Turnover Intentions with 8 item(TI1, TI2, TI3, TI4, TI5, TI6, TI7 & TI8) scale was conceptualise by using condense form of Turnover intention scale (TIS-6). Job Burnout was designed

with 8 item(JB1, JB2, JB3, JB4, JB5, JB6, JB7 & JB8) scale Maslach's Burnout Inventory– Human Service Survey (MBI–HSS; Maslach & Jackson, 1986) and the Maslach's Burnout Inventory - General Survey (MBI-GS; Schaufeli et al , 1996).

### Control Variable Measures

The Questionnaire were consisting of the questions about age, gender, education, experience, income, marital status and no. of children. Table 2 demonstrates the descriptive analysis of the respondents.

### Face Validity

It is important to measure the face validity of the questionnaire. To improve face validity of the items derived from the various scales for this research, the pilot study was undertaken for the same items and measures. The comments for the questionnaire received from the pilot study were evaluated and modification in the items and measures were incorporated.

**Table 2: Biographical and Demographic Characteristics of Respondents (n=178)**

Variable	Category	No. Of Respondents	Percentage
Gender	Male	102	57%
	Female	76	43%
Age (in years)	Less than 20	21	11%
	20-40	124	70%
	More than 40	33	19%
Highest Education Qualification	Graduates	132	74%
	Post Graduates	24	13%
	Others	22	13%
Experience (in years)	Less than 1 year	35	20%
	1 year – 5 years	122	70%
	More than 5 years	21	11%
Income Level(INR)	Less than 1L	11	6%
	1L -3L	167	94%
	More than 3L	0	0
Marital Status	Single	96	54%
	Married	67	38%
	Divorcee	12	7%
	Widow	3	1%
No. of Children	No children	107	61%
	1-2	60	33%
	More than 2	11	6%

**Table 3: Descriptive Analysis**

Scales	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
Job Stress(JS)	10.92	0.032	6.182	-6.346	0.134	-0.654	0.238
Supervisor's communication(SC)	16.56	0.050	2.374	0.178	0.144	0.149	0.128
Employee Engagement(Ee)	11.45	0.056	9.486	0.421	0.130	-0.776	0.234
Turnover Intentions(TI)	21.03	0.050	3.457	-6.447	0.014	4.934	0.324
Job Burnout(JB)	24.72	0.036	9.774	-8.774	0.214	4.634	0.128

The Mean, Standard Deviation, Skewness and Kurtosis score for all scales (Job Stress (JS), Supervisor's communication(SC), Employee Engagement (EE), Turnover Intentions(TI), Job Burnout(JB))are shown in Table 3. Job Stress(JS) is having The Mean, Standard Deviation, Skewness and Kurtosis score for all scales (Job Stress(JS),

Supervisor's communication 10.92 mean score with Standard deviation of 6.182, Supervisor's communication(SC) is having mean score of 16.58 with Standard deviation of 2.374. Employee Engagement (EE) is having mean score of 11.45 with Standard Deviation of 9.486. Turnover Intentions is having mean score of 21.03 with standard deviation of 3.457. Job Burnout(JB) is having mean score of 24.72 with Standard Deviation of 9.774. The highest mean scores (24.72) of job burnout and lowest mean score (10.92) of Job stress corresponded to the degree of burnout.

To understand the relationship between job burnout and other scales, Pearson correlation analysis was used. Table 4 depicts the data value of Pearson correlations between all five measures. The data value of  $r = 0.935$ ,  $p = 0.01$  proves that there is strong Correlation between Job Burnout and Job stress. Similarly, Turnover intentions ( $r = .902$ ,  $p = 0.01$ ) is having positive relationship with Job stress. In addition, Job stress is also having positive association with Turnover intention ( $r = 0.902$ ,  $p = 0.01$ ). Employee engagement and Turnover Intentions are also having positive association ( $r = .901$ ,  $p = 0.01$ ). The supervisor's communication with social workers is showing positive relationship between Job stress ( $r = .894$ ,  $p = 0.01$ ). According to the study result, there is a moderate correlation between job burnout and supervisor's communication in this profession ( $r = 0.706$ ,  $p = 0.01$ ) and job burnout and employee engagement ( $r = .767$ ,  $p = 0.01$ ). The data revealed that there is association between employee engagement with job stress ( $r = .431$ ,  $p = 0.01$ ), employee engagement with supervisor's communication ( $r = .567$ ,  $p = 0.01$ ), but relatively lower for social workers.

**Table 4: Pearson Correlation Coefficient**

Scale	Job Stress (JS)	Supervisor's Communication (SC)	Employee Engagement (EE)	Turnover Intentions (TI)	Job Burnout (JB)
Job Stress(JS)	<b>1.00</b>	.894(**)	.431(**)	.902(**)	.935(**)
Supervisor's communication(SC)	.894(**)	<b>1.00</b>	.567(**)	.899(**)	.706(**)
Employee Engagement(EE)	.431(**)	.567(**)	<b>1.00</b>	.901(**)	.767(**)
Turnover Intentions(TI)	.902(**)	.899(**)	.901(**)	<b>1.00</b>	.965(**)
Job Burnout(JB)	.935(**)	.706(**)	.767(**)	.965(**)	<b>1.00</b>

\*(The relationship between Job Stress(JS), Supervisor's communication(SC), Employee Engagement(EE), Turnover Intentions(TI), Job Burnout(JB))

\*\*  $p = 0.01$  (significant level)

### Factor Analysis

Factor analysis is a statistical technique of general Linear Model(GLM) which reduces large number of variable into fewer factors and allows to extract maximum common variances with common score. This statistical technique is having assumptions that the relationship between the factors are linear, and there is no multicollinearity.

Exploratory factor analysis was used to analysis job burnout and other related sub-measures. To measure the adequacy of the data, Bartlett's Test of Sphericity and KMO'S Measure of Sampling Adequacy Values(MSA) were calculated.

**Table 5: Bartlett's Test of Sphericity and Kaiser-Meyer-Olkin's Measure of Sampling Adequacy Values**

Scale	Bartlett's Test of Sphericity		Kaiser-Meyer-Olkin Measure of Sampling Adequacy test(MSA)
	$\chi^2$	p	
Job Stress(JS)	21456.871	0.0000	0.923
Supervisor's communication(SC)	17302.899	0.0000	0.901
Employee Engagement(Ee)	1690.65	0.0000	0.789
Turnover Intentions(TI)	2013.24	0.0000	0.891
Job Burnout(JB)	24560.21	0.0000	0.934

**Table 6: Bartlett's Test of Sphericity and Kaiser-Meyer-Olkin's Measure of Sampling Adequacy Values of all Scales**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.901
	Approx Chi-square	2335.923
Bartlett's Test of Sphericity	Df	.34
	Sig	.000

Table 5 represents two parts: a) the Bartlett's Test of Sphericity with chi-square( $\chi^2$ ) data value along with KMO(MSA) test for five scales, namely Job Stress(JS), Supervisor's Communication(SC), Employee Engagement(Ee), Turnover Intentions(TI) & Job Burnout(JB) individually. The data value  $p=0.0000$  is statistically significant which proves that Exploratory Factor Analysis is appropriate to use. The Kaiser-Meyer-Olkin (MSA) coefficient value for JS(0.923), SC(0.901), EE(0.789), TI(0.891) & JB(0.934), which are above the minimum value 0.60, which is also indicative of the factorability of the scales. b) Bartlett's Test of Sphericity and Kaiser-Meyer-Olkin's Measure of Sampling Adequacy Values of all Scales were shown; Chi-square( $\chi^2$ ) value is 2335.923 with 0.34 df &  $p=0.000$ . The KMO(MSA)coefficient Is fairly high= $0.923(>0.5)$ , which further validates that Exploratory factor analysis (EFA) is applicable for this data.

To conduct factor analysis, Principle Components analysis is applied with calculating varimax with Kaiser Normalization rotation methods to extract factors and orthogonal rotation for all five scales of the study (Job Stress(JS), Supervisor's Communication(SC), Employee Engagement (EE), Turnover Intentions(TI) & Job Burnout (JB)). The latent root measure was used for extraction of factors. Those measure whose Eigen values greater than one or only the factors having latent roots were considered significant; all other factors with latent roots less than one were to be considered insignificant and hence discarded.

**Table 7: Principal Component Analysis of Job Burnout (N = 178)**

Items	Factor Loading	Factor Variance	Cronbach Alpha
JS1	.894	0.91	0.901
JS2	.883		
JS3	.801		
JS4	.794		
JS5	.771		
JS6	.706		
JS7	.652		
SC1	.305	0.70	0.89
SC2	.241		
SC3	.375		

SC4	.203		
SC5	.319		
SC6	.411		
SC7	.442		
EE1	.675	0.81	0.87
EE2	.897		
EE3	.315		
EE4	.646		
EE5	.327		
EE6	.678		
EE7	.758		
EE8	.788		
TI1	.564	0.83	0.79
TI2	.786		
TI3	.897		
TI4	.806		
TI5	.765		
TI6	.567		
TI7	.546		
TI8	.890		
JB1	.567	0.91	0.912
JB2	.765		
JB3	.459		
JB4	.760		
JB5	.671		
JB6	.563		
JB7	.709		
JB8	.571		

**Extraction Method:** Principal component Analysis

**Rotation method:** Varimax with Kaiser Normalization

Rotation converged in 7 iterations.

Table 8 depicts the value of principle component analysis of job burnout. 7 items are categorised for Job Stress with Factor variance 0.91 and Cronbach alpha with 0.901. 6 items are allocated for Supervisor's communication with Factor Loading 0.70 and Cronbach Alpha with 0.89. Employee Engagement with 8 items are categorised with factor variance 0.81 and Cronbach Alpha 0.87. 8 items are summarized for Turnover Intentions with Factor Loading 0.83 and Cronbach Alpha 0.79. Last scale is of Job Burnout with 8 items, Factor loading is 0.91 and Cronbach Alpha is 0.912.

### Multiple Regression Analysis

Multiple regression commonly enlightens the connection between multiple independent or predictor variables and one dependent or measurable variable. The multiple regression equation described as follows:

$$y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \dots + \beta_k x_k + \varepsilon_i \text{ for } i = 1, \dots, k \quad 1$$

(where  $\beta_0$  = intercept of  $y$  = constant term  $\beta_1 \dots \beta_k$  are coefficient relating to  $k$  explanatory variables to the variables of interest.)



**Table 8(A): Multiple Regression Analysis- A**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig.	Durbin Watson
1	.987a	.867	.880	.452	.985	76.272	6	213a	.000	1.484

a Dependent Variable: Job Burnout

b Predictor: Job Stress(JS), Supervisor's Communication(SC), Employee Engagement(Ee)

(Sig level = 0.000<0.01 (a = 0.01) shows that a multiple regression model just built is consistent to the other variable)

**Table 8(B): Multiple Regression Analysis- B**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig.	Durbin Watson
1	.912a	.667	.712	.270	.823	67.452	6	290a	.000	1.802

a Dependent Variable: Turnover Intentions(TI)

b Predictor: Job Burnout(JB), Job Stress(JS), Supervisor's Communication(SC), Employee Engagement(Ee)

(Sig level = 0.000<0.01 (a = 0.01) shows that a multiple regression model just built is consistent to the other variable)

Table 8- (A)reveals multiple regression analysis of Job burnout as a dependent variable for its predictor - Job Stress(JS), Supervisor's Communication(SC) and Employee Engagement(Ee). The data value R signifies the Multiple Correlations Coefficient (Significant Range between -1 to +1) as 0.987a (p=0.000) which proves that there is a positively relationship between Job Burnout and its predictors. Table 8- (B) demonstrates multiple regression analysis of Turnover Intentions as a dependent variable for its predictor – Job Burnout(JB), Job Stress(JS), Supervisor's Communication(SC) and Employee Engagement(Ee). The data value R signifies the Multiple Correlations Coefficient (Significant Range between -1 to +1) as 0.912a (p =0.000) which proves that there is a positively association between Turnover intentions and its predictors.  $R^2$  value signifies % of the variability in the outcome in dependent variable is due to % change in its predictors (Significant range between 0 and 1). Both the model values of  $R^2$  is within the range of significant values.  $R^2$  value in Table 8(A) is 0.880. In other words, it shows that 88% of the variation in the dependent variable is accounted by other predictor of the model. Similarly, Table 8(B) shows  $R^2$  as 0.712 (p =0.000), characterised as 72% of variation is noted in dependent variable due to change in predictors of the model. Adjusted  $R^2$ (R square) supports in understanding model generalisation from sample data to the population data. The data is analysed with the difference of  $R^2$  value to the Adjusted  $R^2$ (R square). Table 8(A) illustrated Adjusted  $R^2$ (R square) 0.880. (the difference is 0.013 ((0.880- 0.867) or 1.3%) means that if the model derived from population instead of a sample, it may have 1.3% less variance in the result of the dependent variable. Table 8(B) exhibits Adjusted  $R^2$ (R square) 0.712. (the difference is 0.045 ((0.712 - 0.667) or 4.5%) means 4.5% less variance in the result of the dependent variable will be shown if the given model values were drawn from population data instead of a sample data. Durbin – Watson Statistics technique supports in understanding whether the assumption of independent errors is acceptable or not. This test is for autocorrelation in the residuals from regression analysis. This test will have between 0 and 4. Value between 0 and 2 indicates positive autocorrelation while value between 2 to 4 indicates negative autocorrelation. The value closer to 2 (two) is better value, which mean that the assumption has almost been met. Table 8(A) value of Durbin- Watson statistic is 1.484 (Closer to 2) which proves positive autocorrelation between Job Burnout (JB) and its predictors. Table 8(B) value of Durbin-Watson statistic is 1.802 (Closer to 2) which proves positive autocorrelation between Turnover Intentions(TI) and its predictors.

In order to test the hypothesis, ANOVA statistical technique is used. Table 9 illustrates values of job Stress and job burnout amongst social workers. This test measures covariance as well as group means among the dependent measures. The univariate data analysis reveals that p value( $p = 0.000 < 0.05$ ) for job stress and job burnout amongst social workers are having positive association. Hence, p value is lower than the significant value, null hypothesis is rejected. Thus, alternative hypothesis is accepted.

**Table 9: ANOVA (Testing of Hypothesis)**

	Sum of	Df	Mean	F	Sig
Between Groups	23.534		25.707	7.277	.000b
Within Groups					
<b>Total</b>	<b>13.144</b>		<b>0.327</b>		

**Table 10: Coefficient Analysis (Summary of the Model)**

MODEL		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics		Conclusion
		$\beta$	Standard Error	$\beta$			Tolerance	VIF	
H1	Job Stress(JS)	.567	.033	.823	5.654	0.000	.334	2.898	Accepted
H2	Supervisor's communication(SC)	.134	.078	.188	-9.223	0.066	.592	2.909	Rejected
H3	Employee Engagement(Ee)	.681	.054	.123	3.456	0.000	.434	2.345	Accepted
H4	Turnover Intensions(TI)	.797	.045	.725	7.894	0.000	.445	1.456	Accepted

Table 10 demonstrates coefficient analysis of the model drawn. Table 10 reports coefficient for job stress, supervisor's communication. Employee engagement and turnover intensions with job burnout. The data value for the coefficient analysis revealed that there is strong correlation between job stress and job burnout with beta coefficient value is  $\beta = 0.567$  (p value less than 0.05) for unstandardized, and for standardised coefficient value is  $\beta = 0.823$  which indicates that job stress is having strong relationship with job burnout compare to other factors. But there is no correlation found between supervisor's communication (behaviour with employee) and job burnout ( $\beta = 0.134$ ,  $p = 0.592$  (more than significant value)). Employee Engagement with  $\beta = 0.681$ , p value less than 0.05 is having strong association between job burnout. Further, table value reports strong association between job burnout and turnover intensions ( $\beta = 0.197$ (UE) and  $\beta = 7.894$ (SE), p value less than 0.05). Therefore, Regression Model depicts as:

$$Y (\text{Job Burnout}) = 0.567(\text{Job stress}) + 0.681(\text{Employee Engagement}) + 0.197(\text{Turnover Intensions}) + \epsilon i$$

## FINDINGS AND CONCLUSIONS

The study found that job burnout is critical factor among social workers. There is a strong association between job burnout and job stress. Job burnout is the result of excessive emotional, physical, mental exhaustion among social workers which leads to high stress among social workers. High work pressure for meeting the expectations of the job are the major sources of stress which leads to job burnout. This occupation requires intensive interaction with client which leads to higher level of commitment, which prongs to job stress. Various studies have found that job stress have direct link with health conditions of the worker, and most conspicuously cardiovascular disease (Hallqvist et al. 1998; Landsbergis and Theorell 1999)

musculoskeletal disorder and mental conditions. (Hoogendoorn et al. 2000). Poor health leads to high burnout among workers. It aggravates a health damage by overstretching job demands and exhausting all available resource of employees which ends up with job burnout. This positive Correlation between job stress and burnout are supported by Bakker & Demerouti, 2007; Leiter et al, 2009; Schaufeli et al , 2009b in their research work. It is found from the data value in this research that supervisors' communication (positive or negative) with social worker does not have any association. The evidence proves that social workers are more engaged towards their work. The supervisor's behaviour doesn't have any influence on the job outcome of the workers. This result controverts the findings of Hansung Kim & Sun Young Lee (2009). According to their research, supervisor's positive behaviour with social worker, leads to less stress and finally reduce the job burnout. Little evidences from the literature review prove the positive Correlation between burnout and employee engagement (Maslach C,2008). There is no deductive theory or empirical research availed for understanding the relationship between these two construct together. It is being witnessed that available research is being carried out on contemporary thinking for the researcher. The construct measures in various articles are mirrored correlates. In this research, data value after the statistical testing evidences that there is a positive association between employee engagement and job burnout. Employee dedication indicates sense of involvement at work. Detachment with work & Inability to complete the job leads to emotional burst among social workers, fallouts as job burnout. Social workers' turnover intentions receded by job burnout. During the research, it is noted that there is high chronic turnover among social workers. Emotional exhaustion among workers due to heavy workload, job dissatisfaction, more number of working hours, inability to achieve the efficiency of the task leads to emotional distress. This effects into inadequate level of cognitive empathy with profession. Workers losses his belief in his commitment and no more euphoric with his job. Further, research also reveals other counterpart factors which effects turnover intentions are legal age of retirement, personal achievements, health conditions of workers and professional competency to perform the job. While analysing their age factor of workers, it is observed that older employee (Baby Boomers and Generation X), stay longer with the job even though they are dissatisfied with the work compared to younger workers. They are able to endure job burnout compare to Millennial workers. This outcome is supported by Luo(2012). He indicated that old workers are more expected to remain with the job due to less money, less knowledge of technical skills, fewer job options and lack of experience.

## **FUTURE RECOMMENDATIONS**

Literatures have provided evidences on Job Burnout for various occupations, but little focus has been given on contemporary and pragmatic research models of job burnout and different constructs for social workers such as Organisational Commitment Behaviour (OCB), Job Analysis, Job Crafting, Emotional Intelligence, Supervisors' Behaviour. The concrete applicability of empirical support of job burnout and employee performance for social workers is limited in literature studies. **Wright et al. (1993, 1997)**, stated in their article that there is large number of research available on quantitative design for job burnout and other measures. But as Job Burnout phenomenon is chronic state of physical and emotional exhaustion that effects from excessive work demands and job stress (**Shirom (1989), Gaines and Jermier (1983)**), researcher should measure data on qualitative or case study approach to explore the local, regional, and national contexts and the dynamics between job burnout and its related measures to validate the results in future.

## **POSSIBLE LIMITATION OF THE STUDY**

This study is limited to cross-sectional design which may hinder the credibility of its causal relationship. It is unable to determine its reciprocal connectedness and causality. For future research, researcher may use longitudinal

research design to create better understanding between causal relationship and its antecedents. In addition, it is unclear how well these findings can be generalized to the greater social worker population. Although selected randomly, the sample was limited to registered social workers in Rajkot and Ahmedabad which are of different characteristics. Author has constrained research by taking samples from two cities, although there is strong argument using a very broad approach including many different types of resources under each clusters, as it may depend on individual's job experience and satisfaction level. Further, Generalisation of the findings may not be preferable from this set of sample. The data collected from the self-administrated questionnaire. Reliance on self-report survey data is one commonly cited issue, raising concerns regarding socially desirable responses, as well as other data collection phenomena, such as demand characteristics.

## REFERENCES

1. Abola, K , Honkonen, T , Isometsa, E , Kalimo, R , Nykyri, E. & Koskinen, S , (2006) *Burnout in the general population: Result from Finnish health 2000 study. Socio Psychiatry and Psychiatric Epidemiology*, 41(1), 11-17.
2. Acker, G. (1999). *The impact of clients' mental illness on social workers' job satisfaction and burnout. Health and Social Work*, 24, 112–119
3. Bakker, A. B , Hakanen, J. J , Demerouti, E , & Xanthopoulou, D. 2007. *Job resources boost work engagement, particularly when job demands are high. Journal of Educational Psychology*, 99: 274-284. doi:10.1037/0022-0663.99.2.274
4. Balloch, S , Pahl, J. & McLean, J. (1998). *Working in the social services: Job satisfaction, stress and violence. British Journal of Social Work*, 28, 329–350.
5. Bergman and Lundh (2015), *Introduction: the person-oriented approach: Roots and roads to the future, Journal for Person-Oriented Research*, 1 (2015), pp. 1-6, 10.17505/jpor.2015.01
6. Bergman, L. R , Magnusson, D , & El-Khoury, B. M. (2003). *Studying individual development in an inter individual context: a person-oriented approach. Mahwah: Lawrence Erlbaum Associates, Publishers.*
7. C. Maslach, and S. E. Jackson, "The measurement of experienced burnout," *Journal of Occupational Behaviour*, vol. 2, pp.99-113, 1981.
8. Cournoyer, B. (1988). *Personal and professional distress among social caseworkers. Social Casework:*
9. de Croon, E. M , Sluiter, J. K , Blonk, R.W.B , Broersen, J.P.& Frings-Dresen, MH. (2004). *Stressful work, psychological job strain, and turnover: A two-year prospective cohort study of truck driver. Journal of Applied Psychology*, 89(3), 442–454.
10. Egan, M. (1993). *Resilience at the front lines: Hospital social work with AIDS patients and burnout. SocialWork in Health Care*, 18, 109–125.
11. Gaines, J , & Jermier, J. M. (1983). *Emotional exhaustion in a high stress organization. Academy of Management Journal* 26, 567-586.
12. Gilbar, O. (1998). *Relationship between burnout and sense of coherence in health social workers. Social Work in Health Care*, 26, 39–49.
13. Hallqvist J, Diderichsen F, Theorell T, Reuterwall C, Ahlbom A, SHEEP Study group *Is the effect of job strain on myocardial infarction risk due to interaction between high psychosocial demands and low decision latitude? Results from Stockholm heart epidemiology program (SHEEP) Social Science Medicine*. 1998;46:1405–1415. doi: 10.1016/S0277-9536(97)10084-3.

14. Hansung Kim Phd & Sun Young Lee PhD (2009) Supervisory Communication, *Health and Social Work*, 24, 112–119. *Health Care*, 48:4, 364-385, DOI: 10.1080/00981380802598499.
15. Himle, D , Jayaratne, S. & Thyness, P. (1986). Predictors of job satisfaction, burnout and turnover among social workers in Norway and the USA: A cross cultural study. *International Social Work*, 29, 323–334.
16. Himle, D , Jayaratne, S. & Thyness, P. (1989). The effects of emotional support on burnout, work stress and mental health among Norwegian and American social workers. *Journal of Social Service Research*, 13, 27–45. Hoogendoorn W, van Poppel M, Bongers P, Koes B, Bouter L. Systematic review of psychosocial factors at work and private life as risk factors for back pain. *Spine*. 2000;25:2114–2125. doi: 10.1097/00007632-200008150-00017.
17. Houkes, I , Janssen, P. P. M , De Jonge, J. and Bakker, A. B.2003. Specific determinants of intrinsic work motivation, emotional exhaustion and turnover intention: A multi sample longitudinal study. *Journal of Occupational and Organizational Psychology*, 76: 427–450.
18. ICD-10: *International Classification of Diseases*, Z73. Geneva: World Health Organization, 2015.
19. Jackson, S. E , Schwab, R. L , & Schuler, R. S. (1986). Toward an understanding of the burnout phenomenon. *Journal of Applied Psychology*, 71(4), 630-640.
20. Jones, M. (1993). Role conflict: Cause of burnout or energiser? *Social Work*, 38, 136–141.
21. Kraft U, (2006). "Burned Out". *Scientific American*. pp. 28–33.
22. Landsbergis P, Theorell T. Measurement of psychosocial workplace exposure variables. Self-report questionnaires. *Occupational Medicine*. 1999;15:163–171.
23. Lee, R. T. and Ashforth, B.E.1996. A meta-analytic examination of the correlates of the three dimensions of job burnout. *Journal of Applied Psychology*, 81(2): 123–133.
24. Leiter MP, Maslach C *J Nurs Manag*. 2009 Apr; 17(3):331-9.
25. Luo, L. (2012). Attitudes towards aging and older people's intentions to continue working: A Taiwanese study. *Career Development International*, 17(1), 83-98.
26. Luthans F, Youssef CM, Avolio BJ. *Psychological capital: Developing the human competitive edge*. Oxford: Oxford University Press; 2007.
27. Mandaviya, M. (2016). Emotional Intelligence and Academic Burnout: An Academic Sector. *Age*, 20(30), 242. Maslach, C. (1982). *Burnout: The Cost of Caring*. Englewood Cliffs, NJ: Prentice-Hall.
28. Maslach, C , & Leiter, M. P. 2008. Early predictors of job burnout and engagement. *Journal of Applied Psychology*, 93: 498-512. doi: 10.1037/0021-9010.93.3.498
29. Maloth, S. A. R. I. T. H. A , Padmashree, S , Shilpa, P. S , & Sultana, N. I. S. H. A. T. (2005). The prevalence of fissured tongue in 2050 Indian patients: A cross sectional study. *Int J Dental Res Dev (IJDRD)*, 5(4), 5-14.
30. McLean, J. & Andrew, T. (2000). Commitment, satisfaction, stress and control among social services managers and social workers in the UK. *Administration in Social Work*, 23, 93–117.
31. Nieuwenhuijsen K, Bruinvels D, Frings-Dresen M. Psychosocial work environment and stress-related disorders, a systematic review. *Occupational Medicine*. 2010;60(4):277–286.
32. Perlman, B , & Hartman, E. A. (1982). Burnout: Summary and future research. *Human relations*, 35(4), 283-305.

33. QD85 Burn-out. *icd.who.int*. Retrieved 2019-05-29.
34. Schaufeli, W. B , & Maslach, C. (2017). *Historical and conceptual development of burnout*. In *Professional burnout* (pp. 1-16). Routledge.
35. Schaufeli, W.B , & Enzmann, D. (1998). *The Burnout Companion to Study and Practice: A Critical Analysis*. London: Taylor & Francis.
36. Shirom, A. (1989). *Burnout in work organizations*. In C. L. Cooper & I. Robertson (Eds.), *International review of industrial and organizational psychology* (pp. 25-48). New brk:Wiley.
37. Sze, W. & Ivker, B. (1986). *Stress in social workers: The impact of setting and role*. *Social Casework:The Journal of Contemporary Social Work*, March,141–148.
38. CHANDRIKA, K. (2015). *NEED AND INTERVENTION OF SOCIAL WORKERS IN PUBLIC HEALTH CARE SERVICES AND SOCIAL DEVELOPMENT*.
39. Toppinen-Tanner, S , Kalimo, R , & Mutanen, P. (2002). *The process of burnout in white-collar and blue-collar jobs: Eight-year prospective study of exhaustion*. *Journal of Organizational Behavior*, 23, 555–570.
40. Um, M.Y. & Harrison, D.F. (1998). *Role stressors, burnout, mediators, and job satisfaction: A stress-strain-outcome model and an empirical test*. *Social Work Research*, 22, 100–115.
41. Wright, T. A , & Bonett, D. G. (1997). *The contribution of burnout to work performance*. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 18(5), 491-499.
42. Wright, T. F , Blache, C. F , Ralph, J , & Luterma, A. (1993). *Hardiness, stress, and burnout among intensive care nurses*. *The Journal of burn care & rehabilitation*, 14(3), 376-381.